



1982  
Ministry of  
Treasury and  
Economics

1982

# “SO YOU’RE LOOKING FOR A JOB!”

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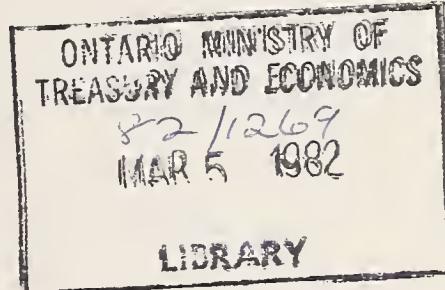




Ontario

Ministry of  
Treasury and  
Economics

ddde  
Queen's Park  
Toronto Ontario



January, 1982

"So You're Looking for a Job" has been prepared to help you further your career in the Ontario Public Service.

Special thanks are extended to Mary Bruce, former Women's Coordinator for the Ministry of Agriculture and Food for getting this publication started; Zelda Abramson, Experience '79 student, for putting it all together, the Information Services Branch of the Ministry of the Environment for their art contribution, and Callie Bell, the present Women's Coordinator for the Ministry of Agriculture and Food for getting it published.

Your comments are always welcome. Call me at 965-6171 if I can help you in your job search.

Additional copies can be obtained from this office.

*Linda Dempster*

Linda Dempster, Manager  
Affirmative Action Program



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## INTRODUCTION

When applying for a job, the first aim is to get an interview. A good résumé and covering letter are essential tools in this regard. A good résumé will accomplish the aim to "get you in the door". Once there, you must be able to express yourself well in outlining your qualifications and demonstrating why you would be the best person for the job.

There are some basic guidelines that should be followed when applying for a job. First of all, you must read the advertisement carefully. Ask yourself: what qualifications does it ask for? what skills, knowledge and experience do I have to make me qualified for this position? Once this is clear in your mind, you will be able to identify these points in your resume, covering letter and, later, in the job interview.





THE APPLICATION OR COVERING LETTER



## THE APPLICATION OR COVERING LETTER

The purpose of the application letter is to:

- apply for the job
- create personal interest in you as a candidate
- elaborate on areas briefly mentioned in the accompanying résumé which relate directly to the position for which you are applying
- request an interview at the convenience of the employer
- make it easy to grant this request by ensuring that both your home and business telephone numbers are clearly shown on the résumé and application form. (Inclusion of your business telephone number is very important, since most contacts to arrange interviews are made by personnel officers during the normal business day).

The letter of application need not be lengthy. The recommended length is one page. It is usually not more than three to four paragraphs. Two examples are shown on the next page.

### 1. THE OPENING PARAGRAPH - "The Grabber"

One sentence stating the position applied for and source of reference to the advertised opening.

### 2. THE MIDDLE PARAGRAPHS - "The Explainers"

These paragraphs offer no great difficulty. They contain detailed statements which amplify the featured quality of the first paragraph. They "highlight" from your resume or application, certain aspects of your education, training and experience which directly relate to the content of the job advertised, and explicitly draw these to the attention of those who will assess your application. A mention should always be made that the enclosed personal record sheet gives complete information.

### 3. THE CLOSING PARAGRAPH - "The Zinger"

The closing paragraph must strongly suggest the action you wish from the prospective employer. Since the applicant usually wants an interview, the final paragraph should make it easy for the prospective employer to grant one.



- 3 -  
EXAMPLE I - APPLICATION LETTER

July 22, 1980

Mr. A. O. Pritchard  
Personnel Supervisor  
Regal Life Insurance Company  
179 Church Street  
Toronto, Ontario

Dear Mr. Pritchard:

"The Grabber" I am applying for the position of "Writer" with your company as advertised in the *Globe and Mail*, July 20th edition.

) The opportunity of working for your company is most appealing since  
I have seen literature produced by your Publicity Department which  
was most impressive. Some of your brochures are very professionally  
designed and yet are written in terms which would be understood  
by the layperson. It is refreshing to read pamphlets which are  
not written in the jargon of the insurance world.

"The Explainer") From my resume you will note that I have completed my program in  
journalism and have been the Entertainment Editor of my college  
newspaper for the last two years. During that time I have written  
numerous articles on cinema and theatre. However, my interest in  
and knowledge of the insurance business has been gained from my  
summer work experience as a billing clerk and customer relations  
assistant with another insurance company.

"The Zinger" May I have the opportunity to discuss with you further my suitability for this position at an interview? I will contact you within a week in order to arrange a mutually convenient time.

Yours truly,

Joyce White  
234 Brown Avenue  
Ottawa, Ontario  
Bus. (613) 434-0024  
Res. (613) 564-8355

EXAMPLE 2 - APPLICATION LETTER

14 Glendale Crescent  
Willowdale, Ontario  
October 3, 1984

Dear Sir/Madam:

re: File # MTC 564

I am enclosing my application for the position of Driver Examiner as advertised in *Topical* on October 1, 1984.

I believe this would be a position in which I could best use my abilities, and feel sure that I would do a most excellent job. I have just passed the Ministry's Examiner Driving Test and have held a driver's licence with a perfect record for many years now. Furthermore, I have gained a working knowledge of cars from helping my father in his garage.

I hope that this information will be of interest and look forward to hearing from you.

Yours truly,

Angela del Mario

Business: (416) 965-4321  
Residence: (416) 123-4567





PREPARATION OF RÉSUMÉ



## PREPARATION OF RÉSUMÉ

A good résumé is an essential tool for your job search techniques. The creation of a good résumé can only be achieved by writing and rewriting your résumé until it precisely relates your skills and achievements to the specific job for which you are applying.

### WHAT IS A RÉSUMÉ?

A résumé is:

- a personal history of you. It provides the employer with similar information as is requested on a standard application form, and is a useful tool to the employer in assessing you as a candidate for a particular vacancy.
- a general summary of your education and employment background, as well as other personal data.
- designed to highlight your accomplishments. Your résumé should be organized to use a format and style that can best communicate your effectiveness and past success, when completed. It should not only reveal your proven abilities, it should also demonstrate clarity and organization. It is important that the employer be impressed by the format and appearance of the résumé in addition to its content.

Your résumé should be typed, well spaced and set up, and generally look good. It should be no longer than 2-4 pages. A long résumé will only discourage the personnel officer who has 60 other applications to read. It is good practice to have someone proofread your résumé and application letter for errors, omissions or clarification.

### COMPONENTS OF A RÉSUMÉ

The following areas of information should be included in your résumé:

1. personal
2. education
3. employment history
4. activities and interests
5. references
6. career aims or goals (option)

#### 1. Personal Data

Include your name, address, business and residence telephone numbers (if applicable).

#### 2. Education

Commencing with the most recently attained educational standing, list:

- name of educational institution attended
- periods of attendance
- course or programme taken, area of specialization
- degree or diploma (if any)



This section should also mention any scholarships, business or other academic awards received during your education. If your marks are particularly good, you may wish to make mention of standing. Remember, a résumé is designed to stress the positive features in your background; therefore, if you have stood in the lower half of your class, you need not feel obligated to include this information in a general résumé.

Also, list any technical skills, - typing, shorthand, business machines you can operate, computer languages known, as well as any professional development courses you have taken in addition to your regular education. Languages other than English with which you are reasonably conversant should be mentioned in this section as well.

Make certain that the name and location of schools are correct, as well as the dates attended, especially if your education shows a continued effort at self-improvement, as indicated by fairly recent courses.

### 3. Employment History

List last 3 positions (if relatively new in job market, list all employment - summer and part-time jobs you have held in reverse chronological order). Be certain you list commencing and termination dates, your position title, exact name of company and present address. If the company has changed name or address since you were there, state "Jones-Smith Co., 114 Main St., Toronto, Ont. (formerly known as Smith Co., 90 South Ave., Oshawa, Ont.).

If you have gaps in your employment history, it is important to indicate the reason(s) for them.

Job descriptions should be brief. Your current position and the one preceding it should be described in more detail than your previous jobs.

Use strong action verbs, such as: "initiate, plan, coordinate, implement, recommend, organize, supervise, delegate, administrate, research".

Avoid vague descriptions of your work for example: "handled, in charge of, involved in". These expressions do not accurately describe the work you are performing.

Also, avoid using pronouns, e.g.: "I am supervising". Instead, begin with "Supervise".

Avoid using qualitative phrases that have negative connotation, such as: "routine correspondence, fair amount, just, only, reasonable work".

Remember to be positive in your résumé by using clear, concise action words denoting your level of responsibility.

If salary is to be stated at all, it should be stated in one line on the synopsis page. To state salary is to lose your bargaining power. Also, if you say that you are earning \$6,000 while applying for an \$8,000 job, you narrow your chances of getting the higher figure. Conversely, you may be unhappy in your \$12,000 job, and are willing to take less money in more agreeable work. Your present salary could scare off a prospective employer.



At the interview, your salary will, and must, be discussed. However, for résumé purposes, showing the percentage of increase (if noteworthy) in the amplification portion, is a safe middle road to travel.

State in what capacity you were employed, and what you were expected to do. Also state level of responsibility. Use phrases like: "completely responsible for". Many jobs involve familiarity with certain kinds of equipment or processes. For instance, in data processing, state any equipment within your experience, and what you are able to do with it - operate, wire, program.

a) Results

This is the "body" of your résumé, for here you set yourself apart from the "herd" through accomplishment. Everyone has responsibilities, but not everyone fulfills them to the same degree. Results give you stature above and beyond a formal (sometimes meaningless) title bestowed on you by an employer. Again, remember the advertising approach. Point up what you can do by showing what you have done. You must sell your value to an employer as deftly and effectively as it sells its products to the public. For example, if you are in sales, alert the employer to the fact that you are good at this by the simple expedient of showing increased sales volume. Perhaps you only maintained sales volume, but you did so under unusual difficulties. State what they were, and how you overcame them.

In many fields, results cannot be measured in so simple a fashion. However, a salary increase is a "result," a promotion is a "result," increased responsibilities can be a "result." You might have received recognition in the form of an award or completed a project outside the framework of your responsibilities and received no particular recognition for it. Reward yourself in your résumé by stating what you did. If necessary, list such extracurricular activity under a heading "Special Accomplishments".

If you have been with one employer a long time, it is sometimes difficult to show concrete results. Employ the "progression" technique. The principle involved here is simple. To have started as a file clerk and to have ended up as an administrative clerk, makes you a more important administrative clerk.

b) Miscellaneous or Part-time Work Details

State what you did in general terms (selling, construction, general office work), but, where possible, name the employer. This gives credence to your statements. Also make certain to give the approximate dates this miscellaneous work period covered. The purpose of this grouping is twofold:

- (1) it shortens your résumé, and yet it still accounts for all your working years;
- (2) it avoids the impression of job-hopping.



c) Reason For Leaving

Ordinarily, the reason for leaving should be given for each employment to which you give an individual listing. On the other hand, at times the reason for leaving cannot be stated tersely, because actually it came about through a complex situation involving other people, kind of work, rate of pay, and a variety of other factors. Try to state such reasons simply and truthfully, but, at the same time, avoid such statements as "personality clash," "no advancement," "policy disagreement," or "disagreement with management." because they reflect unfavorably upon you. A measure of frankness in this area is not only refreshing but practical. An employer will eventually want to cover these matters thoroughly.

There is another - though not generally recommended - method of handling a "reason for leaving" situation. State that the "reason for leaving" will be discussed at the interview.

4. Activities and Interests

Employers are interested in whether or not you have done something other than attended school and worked during the summer. They want to get a view of what might be called the "other other side of you." The following information might be found under this heading:

- clubs to which you now belong or formerly belonged
- campus activities
- volunteer work
- sports
- hobbies
- any elective positions you have held or now hold
- membership in professional associations.

When listing extra-curricular activities, mention of religious or nationality affiliation is not necessary, but you should indicate the duties performed in the position, the level of responsibility, your accomplishments and skills, the same as you would for work experience.

5. References

Some mention of the availability of references should be made, although it is not essential that the names of your references be listed here. If you are withholding the names pending further interest on the part of the prospective employer, write "to be supplied upon request."

Most employers are not impressed by a listing of references. There are a number of reasons for this:

- (1) any name you list is obviously a "friend," understandably prejudiced in your favour.
- (2) the word of a past employer is not necessarily significant. Prospective employers are aware that it is not an uncommon practice for a past employer to give a likable, yet unsatisfactory, worker a "break" in the form of a good reference. These and other factors serve to render the reference list of little or no value.



If you choose to include the names on the résumé, list the following information:

- name
- position
- address (ideally a business address as the employer is likely to be contacting your reference during working hours)
- telephone number (if possible)

Whom should you use as a reference? Ideally, you should list three references, those who can comment on your abilities in each of the following areas:

- employment: a previous employer;
- academic: a professor, instructor, teaching assistant;
- personal: a long-time friend of the family, clergy, etc.

Before listing a name in your résumé, you should receive permission from the person you wish to act as your reference. It is a good idea to have a typed list of your references, including telephone numbers, which can be presented at the interview if requested.





## TYPES OF RÉSUMÉS



## TYPES OF RÉSUMÉS

The following are types of most commonly used résumés:

1. Chronological
2. Functional
3. Narrative
4. Combination
5. Curriculum Vitae
6. Creative
7. Accomplishment



### THE CHRONOLOGICAL RÉSUMÉ

This is probably the most widely used. Your education and work history is listed in reverse chronological order with the present and most recent activity heading the list.

A chronological résumé is usually presented in point form. It is suitable for a person who has a consistent work and education history, since it is supposed to account for each year of your life beyond the high school experience.

From the employer's point of view, the chronological résumé permits an easy check of the progress and promotional path of the applicant.



CHRONOLOGICAL RESUME

NAME: Laurie Cameron

HOME ADDRESS: 215 Oak Street  
Collingwood, Ontario  
L9Y 2Z5

TELEPHONE:

HOME: 445-2535 BUSINESS: 445-7839

REFERENCES ON REQUEST WILLING TO RELOCATE

EDUCATION: 1965-70 - Grade 12  
Secondary School - Credits in Arts and Science  
subjects

Sept. '70 - March '71  
Advanced shorthand and typing  
Ryerson Polytechnical Institute, Toronto

Sept. '75 - March '76  
Dictaphone  
George Brown College, Toronto

COURSES: Basic Conversational French  
Sept. '73 - March '74  
Central Technical School, Toronto

Communications and Human Resources - March 7-11/75  
Ontario Ministry of Agriculture and Food

WORK EXPERIENCE:

Ministry of Agriculture and Food -  
November 25, 1977 to present  
Secretary - Clerk Steno  
Information Branch  
1200 Bay Street, Toronto (now 801 Bay St.)

Ministry of Colleges and Universities -  
August 31, 1974 to November 22, 1977  
Secretary - Clerk Steno  
Manpower Training Branch  
Mowat Block, Queen's Park, Toronto

Ministry of Colleges and Universities -  
August 30, 1972 to August 30, 1974  
Clerk Typist  
Manpower Training Branch  
Mowat Block, Queen's Park, Toronto

Donaldson & Wood, Barristers and Solicitors -  
June 9, 1971 to August 27, 1972  
Legal Secretary

United Travel Agency -  
June 15, 1970 to April 30, 1971  
Secretary  
P. O. Box 122  
Zanzibar, Tanzania



EXPERIENCE:Secretarial and Stenographic

In my present position, I perform a wide variety of duties such as:

- taking dictation
- typing letters and memos
- preparing revision letters announcing new, revised and out-of-print publications
- compiling material and typing minutes for Publications Subcommittee meetings
- assisting Director and Associate Director in absence of their secretaries

My previous secretarial and stenographic work included such duties as:

- compiling and typing Apprentices' Progress Record Books
- typing letters, forms, memos for the Supervisor of the Apprenticeship Control section of the Manpower Training Branch
- typing various legal documents (wills, plaints, affidavits, etc.)
- opening and sorting mail
- screening mail and telephone calls
- making travel arrangements
- arranging appointments

In a previous position, I established and maintained a filing system for a legal office.

People

I have dealt with people in various situations while assisting at a public counter:

- answering queries in person and by telephone
- providing information on various publications
- assisting the public in selecting required information

Clerical

In my present position, I perform such clerical duties as:

- maintaining files on all publications distributed by the Branch
- receiving and maintaining records of invoices from printers for each publication
- coding new and revised publications for computer use
- composing printing requisitions
- proofreading weekly Ministry news releases
- distributing publications to all Ministry offices

Skills

Typing, shorthand and dictaphone



### CHRONOLOGICAL RÉSUMÉ

KIM H. SMITH

PERSONAL

129 Birch Ave.  
Toronto, Ontario  
M8P 3Z7

### Single

## Good Health

**TELEPHONE:**

HOME: 367-8901

**BUSINESS:** 925-7572

## EDUCATION

University of Western Ontario - Graduated 1977 - B.A. Business major  
Overall Average A

Awards: 1977 MacMillan Award in Accounting  
1973 Ontario Scholar  
1973 Imperial Oil Undergraduate Scholarship

Skills Computer Programming - Cobol, PL. 1, Fortran

## EMPLOYMENT

SUMMERS Ontario Electric Company: Buyer-Expediter  
1975-76

Initial duties included purchase of general products, ranging from mechanical/structural items through to electrical products, as well as office equipment and supplies.

Next summer acted as spokesperson for company in communications with certain outside firms which were concerned with the supply of furniture and equipment for our new head office complex. Duties included taking care of delivery problems, contract discrepancies, quality inquiries.

- Responsible for eliminating a variety of problems in light of a tight, updated moving schedule
- Also required to issue feedback through the company's communications system, primarily by the use of weekly status reports.
- Accomplished effective communications with different levels of management and a wide range of vendors, often consulting with the President or General Manager of supplying firms
- Learned operations system of the supply department of the company, and was able to gain experience in communicating corporate requirements with my own personal style.

1974

City Transit Commission: Divisional Janitor

- Responsible for maintenance of office space and transit driver depot areas
- Also involved in general labour activities, security work and a rotating shift scheme
- Learned about labour relations problems, union affairs, and the life of a blue collar worker



1972 Mac's Milk Limited: Store Clerk  
1973 Duties included customer relations, balancing cash receipts,  
stocking shelves, mopping floors  
- Learned about small business operations

Part Time Toronto Evening News: Carrier and Carrier Captain  
1966-72 - Responsible for delivery of newspapers and collection of  
money  
- Learned the value of money, customer relations, basic book-  
keeping  
- 1971 became district carrier salesman of the year, awarded  
5-year service bar and promoted to carrier captain position.

ACTIVITIES AND INTERESTS

1977 Representative of Students Administrative Council at University  
of Western Ontario  
1975-77 Member of AISEC at University of Western Ontario  
1972 Student Council Treasurer in High School  
  
- Enjoy camping, bicycling, squash, as well as politics and live theatre.

REFERENCES to be supplied upon request.



### THE FUNCTIONAL RÉSUMÉ

Stresses the kinds of strengths and skills you have, and its format is a breakdown of experience into skill areas. Experience and education are arranged in order of their importance, with the most significant appearing first.

The function approach is geared to experienced workers who do not have impressive job titles or duties to highlight.

The benefits of the functional résumé are:

- 1) your skills are stressed and positions or functions which are not related to your current goals can be played down;
- 2) it can be useful in camouflaging a spotty work history;
- 3) excellent way to maximize volunteer experience.



EXAMPLE 5

FUNCTIONAL RESUME

PERSONAL DATA: Name: Alice Shafer  
Address: 55 Elm Street  
Telephone: 974-3259

EDUCATION: Prince Andrew Secondary - Grade 12 - 1965  
Lambton College - Secretarial Diploma  
(2 years) 1967  
Enrolled in York B.A. Program in Business  
Administration. Have completed courses in  
Accounting 136, and Statistics 112.

CURRENT POSITION: Assistant to Staffing Supervisor, Personnel  
Branch, Ministry of Current Affairs (Clerical  
Steno 3)

VOLUNTEER WORK: President of the local branch of the Red Cross

SKILLS:

Communications: Excellent opportunity as  
Executive Secretary and as  
President of the Red Cross to learn basics.  
Considerable experience at initiating  
correspondence. Was responsible for seeing  
that a newsletter was published bi-monthly.

Administrative: Red Cross responsibilities  
required talents as organizer  
and program developer. As Executive Secretary,  
functioned primarily in an administrative  
capacity - had responsibility for managing  
entire office.

Interpersonal Relations: Proven ability in  
dealing with people.  
Especially necessary in job as assistant to  
Staffing Supervisor where was required to  
screen all complaints with respect to  
classification.

Report Writing: Obligations with Red Cross  
require at least four  
extensive reports per year. Capable of written  
communication at university level. Have been  
taking evening courses and expect to finish  
B.A. in 1980.

Speaking: As Red Cross President, have had  
several speaking engagements to  
groups ranging from the local high schools  
to the Federal civil servants.

Budgeting: As Executive Secretary, was  
responsible for large portion  
of annual accounts for Branch Manager.



EXAMPLE 6

FUNCTIONAL RESUME

Jane Doe  
29 Front Street  
Kenora, Ontario

Telephone: 596-0845

**OBJECTIVE** A position in Personnel Administration, possibly leading to Staff Development and Training Officer.

**ADMINISTRATIVE  
& ORGANIZATIONAL  
SKILLS**

- organized and convened interview boards for the hiring of institution personnel within the Ontario Ministry of Correctional Services.
- initiated courses in screen education at the Toronto Board of Education.
- planned and coordinated seminars on job hunt methodology at various Faculties at the University of Toronto.

**INTERVIEWING  
SKILLS**

- interviewed students, graduates and alumni at the University of Toronto to establish how their needs could be met - e.g. planning a career and/or educational direction, learning job hunt techniques or analyzing personal concerns.
- interviewed University of Toronto staff and employers in public and private sectors in order to write reports for the Research and Planning Department of the University regarding employment prospects for future graduates of the professional faculties - e.g. School of Physical and Health Education, Social Work.
- recruitment, interviewing and selection of applicants to fill a variety of positions in jails, correctional institutions and training schools in Ontario.
- performed exit and entry interviews within a ministry of the Ontario Government.

**TEACHING AND  
STAFF DEVELOPMENT  
SKILLS**

- taught job hunt strategies to groups of students at a University Placement Centre.
- designed and taught courses in English, French and Communications at a high school in York County. Courses were innovative and techniques were varied - e.g. audio-visual, individual-centred, seminars, tutorials, interdisciplinary, research-oriented, remedial and multi-phased.
- supervised lesson planning and teaching of student teachers from the University of Waterloo's cooperative program.
- taught at a Toronto high school for four years (French English, Mass Media, Grades 9-12).



EXAMPLE 6 (Cont'd.)

WRITING  
SKILLS

- responsible for writing, editing, disseminating information (advertising and publicity) regarding the University of Toronto Placement Centre's activities.
- wrote individual booklets regarding various techniques necessary to the job search.

VARIED PART-TIME  
AND SUMMER WORK  
EXPERIENCE

- Bookkeeper, Camp Wahoo, 1963
- Salesperson, Eaton's, 1957-62
- Billing Clerk, North American Life Assurance Co., 1959
- Arts and Crafts Instructor, YMCA, 1958
- Camp Counsellor, YMCA Camp, 1957
- Junior Clerk, Canadian Imperial Bank of Commerce, 1956

EDUCATION

- B.A., University of Toronto, 1965
- Ontario College of Education, University of Toronto, 1966

MEMBERSHIPS

- Ontario School Counsellors Association (OSCA), 1975-6
- Professional Development Workshops, University College Placement Association (UCPA), 1975-76
- Monthly meeting Committee - Personnel Association of Toronto (PAT), 1970-73

REFERENCES

To be supplied upon request.



## FUNCTIONAL VERSUS CHRONOLOGICAL RÉSUMÉ

While the content in résumés is basically the same, the format you choose will differ, depending on what suits your situation.

### CHRONOLOGICAL RÉSUMÉ

Is used when...

1. You have a clear idea of the exact job you want to apply for.
2. You feel that you can be most impressive by highlighting all the places you have worked.
3. You feel that you have a long, consistent job history which presents you as an individual with a stable record of accomplishment.

Emphasizes...

1. Your employment history.
2. The many jobs you have had in a given area.
3. The length of time you have been working at paid jobs.
4. The places you have worked.

Has this format...

1. After your personal data (and optional career objective), you indicate your employment history, starting with your most recent job.
2. The bulk of your résumé should be an outlined job chronology, starting with the most recent job.
3. The outline should contain information about where you worked, when, and what your duties were. The description of your duties illuminates your skills.

See examples of both the chronological and functional résumés.

### FUNCTIONAL RÉSUMÉ

Is used when...

1. You want to look for work in a related field but not the identical job which your employment history highlights.
2. You feel that there are gaps in your history to which you do not want to call attention.
3. You are entering the job market for the first time or after many years.
4. You are flexible about working in several related fields which require similar skills.

Emphasizes...

1. Your skills, regardless of where you acquired them.
2. The value of both paid and unpaid work experience.
3. Both educational and work experience without a great deal of differentiation.

Has this format...

1. After your personal data (and optional career objective), indicate your skill areas and related experience under special headings, for example: "Communication Skills and Experience," or "Writing."
2. The bulk of your résumé should be this skills description outline.
3. Includes a short section of job chronology so that it can be used as a frame of reference as you describe your skills. Make it brief and put it after the outline of skills.



### Illustration of Chronological Résumé

This woman has impressive qualifications that stand by themselves, and thus does not need to change the emphasis by using a functional résumé.

#### PERSONAL DATA:

Name: Guenivere Jones  
Address: 11 Pondfield Crescent  
Telephone: 847-5662

#### EDUCATION:

St. Joseph's Convent.....Grade 13, 1965  
Guelph University.....Bachelor of Agricultural Sciences, 1969  
University of Western Ontario.....M.B.A., 1971

#### EXPERIENCE:

1974-76 - Manager, Information Services  
Shady Glen Dairy  
Was responsible for computer installation servicing approximately six hundred departments. Coordinated numerous projects from a statistical analysis of the contents of three types of milk to annual reports on quality control.

1971-74 - Executive Assistant to the General Manager  
Superior Foods  
Ultimately responsible for implementing new financial system and for coordinating the expenditures monitoring office. Also handled the complaint department at the investigations level.

#### VOLUNTEER EXPERIENCE:

Captain in the Guiding movement. Responsible for program development, organizing meetings, expeditions. Treasurer of the Yorkville Literary Institute. Officer in charge of funds and investments and chief purchasing officer.

#### CAREER GOALS:

To join the Ministry of Agriculture and Food in a comparable administrative capacity and to assume progressively more responsibility.



### THE NARRATIVE RÉSUMÉ

This résumé tells a continuing story, demonstrating how your skills can be traced throughout your education and work history. It is most useful when applying for a position in a specific area of the employment sector (e.g. writing or journalism).



NARRATIVE RESUME

Leslie Brown  
16 Connaught Street  
Mississauga, Ontario

Telephone - 461-3094

Married, no children

Objective A job at any level in film writing, directing and editing

Experience in these fields Last year I wrote, directed and edited Summer Nights, a 15-minute original comedy with non-professional actors and crew.

This film was screened at the second annual Toronto Film Festival, and it was awarded third prize in the comedy section and first prize in the original screen plan section. (Release print available for viewing)

I wrote Randy, a 20-minute documentary about sibling rivalry. I also did the camera work on this film and directed Caravan, a 30-minute documentary on Toronto's annual ethnic festival.

Other film experience In 1975 I played the lead role of a high school dropout in a 30-minute TV program for the Ontario Educational Communications Authority.

I was head gaffer for a feature film made at Jane Gibson Productions. I lighted the set under the direction of the photography director, insured adequate electric power at the shooting site, supervised and directed my three-man crew.

I was sound recordist for J. P. Green's production of People and the Arts and responsible for the stereo sound recording of voices, effects and music.

Job Record Studio 50, Toronto  
During the summer of 1974, I was studio manager in an acting capacity, and, in this capacity, I handled all the studio bookings, supervised outside crews using studio facilities, etc. I reorganized the set building and prop storage areas, and made them into functional areas. When I left, the studio was prepared to handle the substantial number of bookings for the coming months.

In the summers of 1972 and 1973, I was stockroom technician for Kodak International.

Film Education 1977 - Taking English course to be eligible for Bachelor of Applied Arts degree in Motion Picture Studies.

Chairman of the student chapter of the Society of Motion Picture and Television Engineers.

1973-74 - Attended script writing workshop taught by Jean Sorel.

1974 - Advanced Diploma in Motion Picture Studies. Received all A's. Quebec Polytechnical Institute.

1973 - Diploma in Motion Picture Studies - was among the top 20% of the class.

Other data Collect photographic work, paint, write poetry.

Still an active member of SMPTE. Write scripts, practice still photography. Do my own darkroom work.



### THE COMBINATION RÉSUMÉ

The combination résumé consists of either Functional or Narrative Resumes in combination with the Chronological one. It allows the applicant to emphasize either the variety of skills, area of competence, or else, experience in one particular field of interest. Moreover, it satisfies the employer's desire to know names and dates.



EXAMPLE 8

COMBINATION RESUME

Robin Roberts  
149 Beacon Street, Apt. 72  
Don Mills, Ontario  
432-1096

TECHNICAL	<p>Participated in the development of five new high density films, including a film for the wrapping of butter and margarine.</p> <p>Evaluated and selected the equipment required for the production of these films.</p> <p>Processed development of several new products, including shrink, liquid packaging, laminating and paper replacement films.</p> <p>Coordinated the design and implementation of a mechanized production information system.</p> <p>Developed a means of computing the effect on yield of introducing new machine sizes.</p>
SUPERVISORY	<p>Supervised work of a group composed of a development engineer, two senior development engineers and a technician. We were responsible for process/product development and corporate new venture work related to polyethylene film. The 1973-74 budget for the group was \$165,000.</p> <p>Through discussions with Management and the members of the group, established acceptable objectives for our group, and a budget within which these objectives would be accomplished.</p> <p>Worked with the members of the group to set up a work program to accomplish our objectives, and then supervised the work of the group to ensure that our work was completed on schedule and within budget.</p>
BUSINESS	<p>Provided manufacturing cost information and capital expenditure estimates for a variety of processes, including blown film extrusion, cast and blown coextrusion, and liquid coating.</p> <p>Participated in the High Density Task Force, duties included study of the feasibility of manufacturing proposed products, estimated production costs, capital expenditure forecasts, equipment evaluation and selection, and product development.</p>
EMPLOYMENT	<p>1971 - Present      Manchester Chemical Co., Ajax, Ontario                             Started as a process engineer and worked through ranks to current position as Group Leader</p> <p>1970                      Imperial Oil Limited, local Refinery Vancouver, B. C.                             As summer student, I was assistant to a senior process engineer</p>
EDUCATION	<p>1967 - 71              B.A.Sc. Chemical Engineering, University of British Columbia.</p>



### THE CURRICULUM VITAE

This résumé is a type of personal history used by Ph.D.'s or Master's graduates who are seeking an academic post. Academic background, teaching and research abilities should be highlighted.



EXAMPLE 9

CURRICULUM VITAE

ALEX RICHARDSON

HOME ADDRESS:

312 Brandywine Court  
Sudbury, Ontario  
Tel: (705) 973-1323

BUSINESS ADDRESS:

Laurentian University, Biology  
Ramsey Lake Road  
Sudbury, Ontario  
Tel: (705) 675-1151

MARITAL STATUS: Married, no children

LANGUAGES: English and French (bilingual)

UNIVERSITY EDUCATION:

Ph.D. 1968-72, University of Toronto, Department of Environmental Science and Engineering

Thesis: "Studies of Physical and Biological Effects Arising from Leakage or Rupture of an Oil Pipeline in the Mackenzie Valley"

The study involved estimating oil flow characteristics on soil, water, ice and snow, consideration of clean-up technology, and general elucidation of the environmental impact of crude oil spills. In addition, an interpretive study of the effects of development of the petroleum industry of the Mackenzie River Delta via technological forecasting was implemented.

Supervisor: Dr. N. Z. Winrot (Chemical Engineering)

Courses: Human Ecosystems, Advanced Wetland and Tundra Ecology, Arctic Environmental Engineering

M.S. 1966-68, University of California at Los Angeles, Department of Ecological Technology

Thesis: "The Assessment of Prototype Automobile Anti-Pollution Systems in Relation to their Effectiveness in Controlling Phytoxic Chemicals in the San Fernando Valley"

Supervisor: Dr. Gerhard Oppenheinz

Course: Biochemical Engineering, Biosystematics, Plant Pathology and Physiology

B.A.Sc. 1962-66, Queen's University, Department of Chemical Engineering

Area of Concentration: Environmental Engineering, Organic and Inorganic Chemistry

Undergraduate Thesis: "Development of a Portable Continuous System for Measurement of Particulates in Incinerator Effluents"

Supervisor: Dr. P. V. Chad



## SCHOLARSHIPS AND AWARDS

1968-72 National Research Council of Canada Postgraduate Scholarships

1966-68 National Science Foundation Graduate Fellowship

1966 The Biddulph Prize for Research in Chemical Engineering

1961 Ontario Scholarship - Grade XIII, Harbord Collegiate, Toronto

## PROFESSIONAL AND TEACHING EXPERIENCE

1972-1973 Lecturer at Laurentian University, Sudbury, Ontario

1. Biology and Experimental Methods. A course dealing with techniques of scientific inquiry, design of experiments, modern research tools and quantitative methods, analysis and interpretation of results and recording of research for publication. The course, given to 85 second-year students, involved two lectures, and 3 hours of laboratory per week.
2. Interdisciplinary Studies for Engineers and Scientists. A two-hour per week course in Extension for students and staff. Responsibility for the third of the program dealing with Pollution Abatement Technology.

1971-1973 Consultations for the Federal Department of Indian Affairs and Northern Development and the Geological Survey of Canada on several specific sites in the Northwest Territories prior to regional economic development.

1965-1973 Laboratory Demonstrator in Chemical Engineering, Queen's University. First-year basic course.

1963-1965 Summer Research Assistant in Botany Department, Queen's University for Dr. Z. R. Plantar.

The project involved field work in remote areas of Canada doing vegetational and meteorological surveying and recording, chemical analysis of mineral and organic soils, water samples and indicator plant species in the laboratory. The results of this work were published in two reports to the Canadian Journal of Ecology (1966) 48. 1.6 and 49. 123.130.

## MEMBERSHIP IN SCIENTIFIC OR PROFESSIONAL ORGANIZATIONS

Association of Professional Engineers of Ontario

Canadian Ecological Society

American Institute of Biological Science

Association of Environmental Engineers (Canada)

## PUBLICATIONS

Richardson, N.S. and G. Oppenheinz. Catalytic converters as a means of reducing automobile exhaust damage to crops of strawberries, peaches and sugar beets. Chemistry and Industry 27. 290-295 (1968)

Richardson, N.S., N.Z. Winrot and P. J. Chalmers. Controlled spills of heated crude oil at Inuvik. Effects on regeneration of plant and animal communities. Arctica 9. 12-21 (1971)



Winrot, N.Z., N.S. Richardson and B.C. Loft. Mobility of crude oil on tundra and permafrost regions of the Canadian Northwest Territories. BBSC Reports 127. 93-99 (1972)

Richardson, N.S. Oil clean-up in the arctic. (1973) (Manuscript submitted for publication)

In addition to the above publications, papers based on research work completed for the M.S. and Ph.D. degrees were presented at the following annual meetings:

National Science Foundation. July 1967  
American Institute of Biological Sciences. May 1968  
Canadian Federation of Biological Sciences. June 1969, June 1970,  
July 1971  
Canadian Ecological Society Study Group on the Arctic. December 1972  
Departmental Seminars at the University of Toronto

#### EXTRA-CURRICULAR INTERESTS AND ACTIVITIES

- Photography, skiing, wood working, sailing, camping, wine-making
- Sustaining member of the Federation of Ontario Naturalists
- Vice-President of Graduate Biology Club at U.C.L.A.
- Secretary and Social Representative of Departmental Graduate Student Organization
- Graduate Representative on Departmental Curriculum Committee

#### REFERENCES

Prof. D. C. Ramsbottom  
Chairman, Life Sciences  
Laurentian University  
Sudbury, Ontario  
(705) 828-6300

Dr. N. Z. Winrot  
Department of Chemical Engineering  
Faculty of Applied Science and  
Engineering  
University of Toronto  
Toronto, Ontario  
(416) 926-2325

Prof. O. C. Still, Jr.  
Chairman, Biology Department  
University of Toronto  
Toronto, Ontario  
(416) 926-3019

Dr. I. M. Spearhead  
Research Coordinator  
Indian and Northern Affairs  
Department  
Public Service Commission  
Ottawa, Ontario  
(239) 412-3227



### THE CREATIVE RÉSUMÉ

This style is the most difficult résumé to describe, since its content and format are up to the creative individual who is composing it. It should be used with caution, since there are many conventional employers who might not be able to relate the needs of their organization to those of the applicant presenting oneself in this manner. Specifically, such a résumé is beneficial in an application for positions where creativity and originality are definitely required (e.g. for artists, news editors, advertising writers, photographers, etc.)



CREATIVE RÉSUMÉ

ALEX W. MASON

Who I am

- 25 years old, university educated, single, no dependents
- linguistically trained to think critically but positively, to appreciate the multi-dimensional aspects of problems and to work efficiently towards their solution
- work hard if job is stimulating and can be effectively rationalized as productive in terms of either long-term or short-term goals
- extroverted; like people and meet them quickly and easily

What I want

- involvement with people:  
be it direct: public relations, promotion, personnel administration, counselling, labour and industrial relations  
or indirect: journalism, advertising, radio, T.V.
- interested in possibilities of overseas placement
- remuneration: no less than \$24,000 to start

What I have done

- gained useful exposure to wholesaling and retailing procedures and techniques while working with A & C Sales (Woodstock)
- gained useful business experience as cage and clearing assistant for a small brokerage firm, Mayne Ware & Co. Ltd., now Ware Wychensky (Toronto)
- a variety of after school jobs led to "human insights" promoted Globe & Mail circulation; door-to-door sales (Fuller Brush); retail sales (A & C, Simpsons-Sears, London), bartending
- travelled to Berlin where, without any previous exposure, I learned German sufficiently well to enter and study at a German University within six months of my arrival
- in Berlin, worked full-time to support myself as first, a cook and bartender, and, later, an English teacher, (Cafe Mohring, Die Hartnacke Schule)
- bilingual in German and English with advanced skills in French, Persian and Cree (Canadian Indian Language)
- the heuristics, evaluation procedures and general methodology employed in Linguistics providing means of attacking and solving problems on a universal basis
- techniques adapted from math, computer science, logic and philosophy are dominant in this field
- training in this discipline led to a summer job with the Provincial Government. Two linguists were required to contact native trappers in the Moosonee-Moose Factory region and transcribe, translate and record old "Cree" names for geographical features in the area. The maps will be issued this year.



HISTORY

August-October 1974	Bartender in "La Maison, Toronto"
April-August 1974	Student, University of Toronto
September-April 1973-74	Linguistics Student, University of Toronto
May-September 1973	Field Researcher, Ontario Government
September-April 1972-73	Linguistics Student, University of Toronto
September-September 1971-72	Bartender and Cook, "Cafe Mohring, Berlin" Student, "Free University of Berlin" English Teacher, "Die Hartnacke Schule, Berlin"
May-September 1971	Aerodynamics Space Technician, University of Western Ontario
September-May 1970-71	Student, Huron College, University of Wes- tern Ontario
June-September 1970	Student, University of Western Ontario
June-April 1969-70	Assistant, Mayne Ware & Co. Ltd., Toronto

REFERENCES

Professor O. Peech, 192 Tremblay Road, Toronto  
Professor C. Lambers, 200 Castle Tree Road, Toronto  
Dr. F. Tillson, 39 Annabelle Drive, London, Ontario  
Mr. W. Landan, President of Landan Productions, 7 Spark Avenue, Toronto

Alex W. Mason  
91 Lark Road  
Toronto, Ontario  
(929-0742)



### THE ACCOMPLISHMENT RÉSUMÉ

An accomplishment résumé dramatizes the product (in this case, you) in a brochure (resume) to create interest. It is a self-appraisal which enables you to demonstrate your educational background, your work history, and the type of person you are. It includes accomplishment stories to prove your capabilities, illustrating not only what you have done, but what you can do for the prospective employer. Combine all these, and you have an "accomplishment" résumé.



EXAMPLE 11

ACCOMPLISHMENT RESUME

A M A N A G E R

with

- Strong Personal Motivation
- Definite Leadership and Administrative Capabilities
- Proven Ability to Work Well with People
- Knowledge and Background in:
  - Administration
  - Systems and Procedures
  - Office Services
  - Training
  - Budget Preparation and  
Central Multi-Year Planning
  - Management By Results

A Self Starter - Results Minded - A Decision Maker

ACCOMPLISHMENTS

Administered a Data Base Project to create a Companies Information System using IMS. Supervised a team consisting of senior computer systems consultants who have been working on the System for more than one year. Was responsible for the project to the implementation stage. Approved and made all decisions relating to the Data Base System, and was responsible for approving or rejecting all innovations suggested by either the Consulting or Division staff.

Coordinated and administered the Management By Results (MBR) reporting system. This report allowed Management to identify specific problems much earlier in the development cycle in order to take corrective and preventive actions. Companies Division had the only signed agreement with Management Board including incentives.

Made a study for Management on a high profile section where volume increases were causing service times to become unacceptable to the client group. These recommendations were acted upon after legislation in 1976-77 (Report available if required). Results were a 70% decrease in staff and an efficient user-operated system.



**EXAMPLE 11 (Cont'd)**

At the request of Senior Management, accepted the challenge of managing a department where work functions were backlogged, morale low and absenteeism high. Reorganized and streamlined the work flow, and created a staff input system that allowed for team participation in every section. As a result, absenteeism dropped, morale improved, and a smooth operation was handed over to the new Manager.

Joined the Ministry to coordinate the unwilling move of the Partnerships Registry Office from City Hall to its present location. The move was made with harmony and with no hardships to either staff or the client group. Within one year, the office had expanded from the registration of Toronto businesses to a Registry Office for the whole Province, an increased work-load of 30% with no increase in staff.

**SOME MORE ACCOMPLISHMENTS**

Was responsible for the preparation and monitoring of the Section and Division Budgets, Calendarizations, and multi-year plans. Met with managers and advised on ways and means to meet current constraint requirements.

Liaised with all support functions on behalf of the Division, Personnel, Administrative Services, Financial Services and Program Support.

Developed a procedural manual outlining goals, principals, methods and techniques that were adopted for the newly-formed Data Centre in Moncton. Recruited, hired and trained competent people and built one of the most respected Data Sections in the Company.

Administered a staff of up to 150 employees.

Started many staff members on career paths, suggested education needs and encouraged career development.

**A FEW CAPABILITIES**

An administrator who develops capable people and obtains maximum performance.

Communicates well with all levels.

A team worker and skilled at motivating people.

Knowledgeable in the conversion to Data Processing and can help resolve Field Problems with installation of Systems.

Highly creative and adjusts readily to new situations.



Familiar with Provincial Government requirements for the administrative functions - Budgeting, MYP, MBR, Payroll, Purchasing and Personnel.

Resource Person on Ministry Career Development Workshops to discuss career planning.

## BUSINESS HISTORY

Ministry of Consumer and  
Commercial Relations  
555 Yonge Street, Toronto 1973 - Present

Management Support Officer  
Controller of Records  
Registrar of Partnerships

Ministry of the Environment  
1 St. Clair Ave. W., Toronto 1971 - 1973

### Administrative Assistant

T. Eaton Co. Ltd.  
Moncton, N.B. and Toronto 1966 - 1971

Supervisor of Data Centre  
Supervisor of Input Area

## EDUCATION

Mt. Allison University - completed Sophomore Year

Additional:

Attended Public Administration at Ryerson

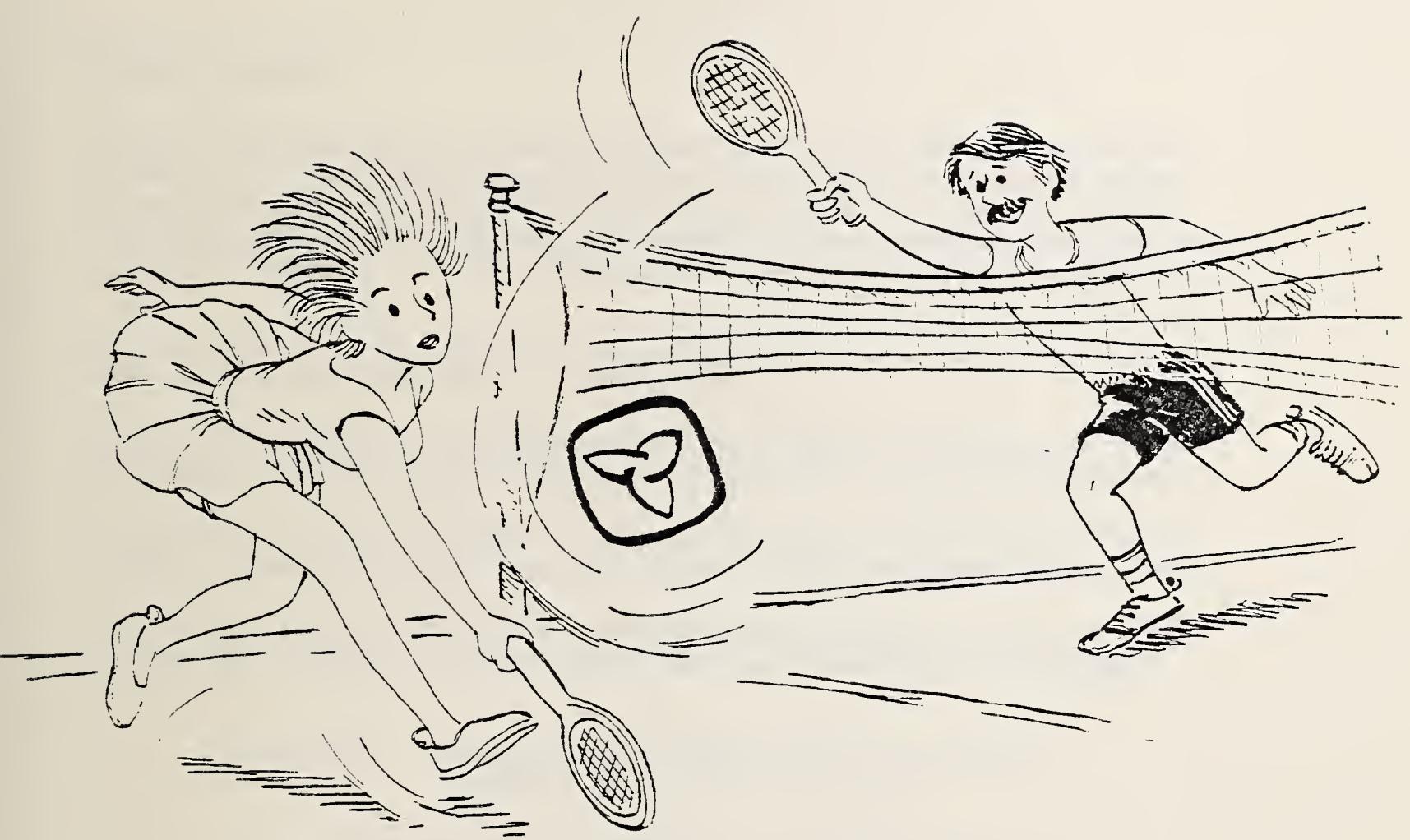
Management I Basic 360 Programming  
Advanced Management Transactional Analysis  
Human Dynamics

## INTERESTS

Business and Professional Women's Club  
Army Reserves (4 Years)

PERSONAL DATA





COMPETITIONS IN THE ONTARIO PUBLIC SERVICE



## COMPETITIONS IN THE ONTARIO PUBLIC SERVICE

A competition is the process of assessing the relative qualifications of at least three eligible candidates for a job. If those three candidates cannot be found, the area of search is progressively widened. That is, managers will start their search on a branch-wide level, move to a Ministry-wide search, and, finally, should they not succeed in finding a suitable candidate, to the private sector.

Essentially, competitions are limited to employees on regular and probationary staff in these times of constraint, unless clearly specified to the contrary. External applicants from the private sector may only be appointed on contract with Management Board approval, and contract employees may not receive an appointment as a classified employee at this time.

### WHEN TO APPLY

The ads in Topical contain the qualifications that the ideal candidates would have if they were to exist. Oftentimes, too, the qualifications might sound imposing, while they actually describe talents which you might have. Therefore, do apply if you think you have most of the qualifications. Besides, managers have been known to underfill positions, or train on the job if they feel the candidate has potential.

### HOW TO FILL OUT THE APPLICATION FORM

The object of filling out an application form is to present all the necessary data about yourself to your future employer as neatly and as completely as possible.

To start with, it would be helpful to procure two copies of the application form. Use one as your working copy and write in pencil. Fill in ALL application blanks.

The section on work experience is probably the most important. Be careful how you describe your jobs. Do not minimize your work experience. For example:

Not Clerk - medical coding, insurance forms, preparation of hospital records for investigation.

But - Supervised medical coding for all in-house cases for hospital with an annual census of approximately 4,000; processed out-patient insurance claims for an average of 700 E.R. cases per month.

One thing that people particularly tend to underrate is volunteer experience. This kind of experience should be listed in the last section under job-related talents. Many women will not be aware that they have had any administrative experience when they have held positions in fairly large volunteer organizations, and had considerable responsibility which would interest prospective employers. For instance, were you chairperson of your community's United Appeal Campaign? Did you run a volunteer daycare centre? Were you Treasurer of the Board of Stewards at your church? Were you an executive officer of any volunteer organization, no matter how small?



A word on presentation. . . . . make sure it is legible, preferably typewritten. Also, make sure it makes the deadlines. These two actions will show your punctuality, your interest in the position, your neatness and accuracy. Be sure to use a dictionary, and a grammer book, to verify anything you aren't sure of, since mistakes of this nature might give a careless impression.

Keep your rough draft. If you are applying to several competitions, it will not only save you time, but will also act as a record that you can consult before attending interviews.

#### POINTS TO REMEMBER

- A typed résumé makes a much better impression than a written résumé.
- Ensure that both your home and business telephone numbers are shown.

#### THINGS TO AVOID

- Don't appeal to the employer's sympathy ("I need this job very badly because .....")
- Don't discuss salary; leave that to the interview.
- Don't be afraid to use the pronoun "I".
- Don't stress dissatisfaction with your present position. If a change is desirable because no chance of advancement is offered, that is a legitimate reason which will be borne out by references. Personal dislikes or grievances should not be put into writing.
- Don't apologize for applying for work.
- Don't express a lot of opinions in the application letter; let the facts of your career speak for themselves in the letter.





THE INTERVIEW



## THE INTERVIEW

The interview is a face-to-face meeting between an employer and an applicant for the purpose of gathering information. The employer wants to find out if the applicant's personality, experience and career goals are consistent with the requirements of the position and the philosophy of the Ministry/Company. On the other hand, the applicant is there to determine whether the scope of the job within the Ministry/Company environment will be satisfying and comfortable.

### PREPARATION

1. Find out as much as possible about the Ministry/Company and the job. Visit the place, talk to someone in Personnel; read year end reports. Try to get a detailed job description and read it carefully. Then try to picture yourself doing the job and see how it feels.
2. Prepare questions you want to ask.
3. Anticipate employers questions and prepare your answers. Don't be thrown by surprise questions.
4. Reread your résumé and covering letter so that you remember what you told the Ministry/Company about your background.
5. Bring a résumé and/or portfolio of your work.
6. Bring letters of reference and/or names, addresses and telephone numbers of references.
7. Bring paper and pen to jot down a few important facts during the interview.
8. Dress appropriately for business - for males, this usually means a sport jacket, or suit and tie; for females, a dress or coordinated pant suit.
9. Don't chew gum or smoke. However, if the recruiter offers you a cigarette, or is smoking, it is acceptable to smoke if you wish.
10. Check the date, time and place of your interview in advance - make sure you are on time, or, better still, a few minutes early.
11. Go alone.
12. Be aware that the receptionist may be as important to impress as the interviewer, as the receptionist may do pre-screening.
13. Try to arrange the interview for the morning, or try to be first or last in a series. Employers will remember you better.
14. Get plenty of rest the day before your interview.

### ATTITUDE

To create a favourable impression, you must appear self-confident to the interviewer. Smile at the interviewer when you enter the room. Shake hands firmly as you exchange greetings. Do not sit until you are invited to do so.



First impressions are important. Many employers make a judgment within the first 4 minutes: A positive self-image communicates itself instantly to others.

Indicate your interest and enthusiasm for the Ministry/Company and their job in non-verbal ways as well as verbally - maximum eye contact with the recruiter when conversing; don't slouch or sit back in a too relaxed or sloppy manner. Sit forward, appear alert and interested.

### RESPONSES

1. Sell yourself. Show your interest, flexibility and willingness to take full responsibility for the job. Sell your skills and your abilities. If you can do the job, say so. Blow your own horn.
2. Be enthusiastic about the Ministry/Company and the job.
3. Don't give "yes" and "no" answers. One-liners are conversation stoppers. Elaborate briefly on your experience, your skills and background.
4. Bring up POSITIVE points in response to the questions.
5. Make sure you have explained why you are interested in the job and what you have to offer. Know exactly what you want and what you don't want.
6. Listen to the question, and answer what is asked. Don't make assumptions.
7. Don't complain about former jobs or criticize former employers.
8. Don't discuss your personal difficulties.
9. The interviewer expects you to know something about the Ministry/Company, and the job as well. You are not a passive agent in the interview process. Ask questions which show that you've read Ministry/Company material and are interested in a career with them.
10. When asking specific questions, be careful about the order in which you bring them up. Don't ask about the salary and fringe benefits first. Begin by asking about the job itself - i.e. what would your responsibilities be.

### ANSWERS TO TOUCHY QUESTIONS

Technically, many personal questions that interviewers sometimes ask are illegal, but to remind employers of that might not be the most effective strategy. The best answer is to tactfully interpret their reason for asking, and answer accordingly, e.g.:

Q. Concerning birth control, children, etc.....

A. I see what you are driving at, Mr./Ms. Jones. I have considered all aspects of the job, and realize fully the commitment I am making. I do not see that my family life will interfere with my job.



For some variety, however, you might want to try some of the following:

1. Q. How do you react to the women's lib theories?  
A. I think something had to be done about the situation, and that there is a lot to be gained by both men and women.
2. Q. Would you become emotional or cry under stress?  
A. Would you become violent under similar circumstances?
3. Q. I bet you couldn't fire someone if your life depended on it.  
A. I bet I could if my job depended on it.
4. Q. Would you be willing to organize the Christmas Party, and fetch coffee, etc.?  
A. I'm sure that people in the office would be willing to work something out on a rotating basis.
5. Q. What method of birth control do you use?  
A. A highly reliable one.
6. Q. What would your husband say if you earned more money than he did?  
A. He'd say: Great! Now we can buy a house.
7. Q. What about daycare arrangements?  
A. They're adequately taken care of.
8. Q. What do you do when the children are sick?  
A. I call the babysitter twice a day instead of once.
9. Q. Who's going to get the meals if you're out of town?  
A. My family is much too enterprising to starve just because I'm out of town - my husband is a real expert on fried egg sandwiches.

The law in Ontario prohibits discrimination in hiring, firing and promotion on the basis of race, creed, colour, nationality, sex, marital status, age (40-65), ancestry or place of origin.

Recruiters are forbidden to ask any of the above questions to women only. The Ontario Government also does not discriminate on the basis of physical handicap. If a recruiter asks you questions which are in direct opposition to the Ontario Human Rights Code, you may choose to answer graciously or take a chance and say that you are not required to answer this question according to the law. You could also call the Ontario Human Rights Commission for more clarification.



PROVISIONS IN THE ONTARIO HUMAN RIGHTS CODE REGARDING  
EMPLOYMENT APPLICATIONS AND INTERVIEWS

<u>Category</u>	<u>Inquiries Before Hiring</u>		<u>Approved After Hiring</u>
	<u>Approved</u>	<u>Not Approved</u>	
1. Name	name used if previously employed under different name	previous name where it has been changed by court order or otherwise	
2. Address	place and duration of current and previous addresses in Canada	foreign addresses, indicating national origin	
3. Age and marital status	may be asked but may not be used to discriminate		
4. Race or colour	height and weight <u>only if job related</u>	race, colour, complexion, eye colour, hair colour	
5. Birthplace, nationality, ancestry, place of origin		a. birth or baptismal certificate b. place of birth c. place of birth of parents, grandparents or spouse d. any inquiry into national origin	birth certificate
6. Photograph	request for photograph or taking of photograph		photograph for identification purposes
7. Religion, creed		a. any inquiry to identify religious denomination or customs b. clergyman's reference (Note: an employer may not state "This is a Protestant or Catholic or Jewish organization").	any special religious holidays for which any employee will require leave of absence



<u>Category</u>	<u>Inquiries Before Hiring</u>		<u>Approved After Hiring</u>
	<u>Approved</u>	<u>Not Approved</u>	
8. Citizenship	an inquiry to determine if applicant has permission to work in Canada	<ul style="list-style-type: none"> <li>a. whether a Canadian citizen or British subject</li> <li>b. if native-born or naturalized</li> <li>c. date citizenship received</li> <li>d. proof of citizenship</li> <li>e. citizenship status of parents or spouse</li> <li>f. any inquiry into citizenship status which would tend to divulge nationality, ancestry or place of origin</li> </ul>	employer is responsible for seeking proof of person's legal permission to work in Canada
9. Education	<ul style="list-style-type: none"> <li>a. academic, professional, or vocational secondary and post-secondary schools attended</li> <li>b. language skills, i.e. reading and writing of foreign languages</li> </ul>	<ul style="list-style-type: none"> <li>a. elementary school: name and location</li> <li>b. secondary school: name</li> <li>c. nationality, racial or religious affiliation of a school</li> <li>a. what mother tongue is</li> <li>b. how foreign language ability acquired</li> </ul>	
10. Relatives		<ul style="list-style-type: none"> <li>a. name and address of closest relative</li> <li>b. any inquiry about a relative which cannot be asked of a job applicant</li> </ul>	name and address of person to be notified in case of emergency
11. Membership in organizations	any inquiry into membership organizations, with proviso: "Do not list club or organizations of a religious, racial or national character"	<ul style="list-style-type: none"> <li>a. all clubs or organizations where membership is held</li> <li>b. any specific inquiry into clubs and organizations which would indicate race, creed, colour, nationality, ancestry, or place of origin</li> </ul>	



<u>Category</u>	<u>Inquiries Before Hiring</u>		<u>Approved After Hiring</u>
	<u>Approved</u>	<u>Not Approved</u>	
12. Work Schedule	Willingness to work required schedule	Willingness to work on any particular religious holiday	When leave of absence might be required for observance of religious holidays
13. Military Service	Canadian military service	all military service	

An inquiry is forbidden which, though not specifically listed above, is designed to elicit information as to race, creed, colour, nationality, ancestry, or place of origin in violation of the Ontario Human Rights Code.

### CONCLUSION OF INTERVIEW

If you have enjoyed speaking to the interviewer(s), say so and explain why you found the interview helpful or informative.

If you want the job you've been discussing, or you would like to work for the person to whom you have been speaking, say so.

Make sure you have all the information you need. The employer should inform you of the following step in the interview process, and when you can expect to hear from the employer. If this information is not provided by the end of the initial interview, you should assume the responsibility of asking when you can expect an answer as to your employment status.

### AFTER THE INTERVIEW

If you have not heard the results of the competition by the date given to you, it is your responsibility to follow up either by telephone or mail, asking for your status in regard to the job selection process. You should be polite and factual. Avoid being pushy or accusing.

If you are not hired, you can benefit by telephoning the personnel officer, Branch Director or the employer and ask for feedback. Ask questions like: "What was it about my background which failed to land me the job? What can I improve on? What course of action do you recommend for me?" This information will be useful in your preparation for the next interview.





HANDLING A JOB OFFER



## HANDLING A JOB OFFER

### REQUEST FOR MORE TIME TO DECIDE

If you receive a job offer while you are in the process of being interviewed for one or more additional positions before you have completed all your interviews, specify a definite date by which you will reply, and explain the reason for doing so. Also reassure the employer that you are still interested in the job and ask to be notified as to whether the extension has been granted.

### ACCEPTANCE

Accept as soon as possible. Let the employer know that you are happy to accept the job, and indicate your enthusiasm and anticipation to begin the job.

### REJECTION OF AN OFFER

Should you decide to turn down a job offer, be tactful and sincere in your approach. You never know when you might come into contact with the Ministry/Company again. Express your appreciation for the job offer. Decline it and provide an honest explanation of why you are doing so. Also express your appreciation to the Ministry/Company for the interest shown in you.



## GLOSSARY

eligible list:	a list of qualified candidates who are deemed suitable for a given position.
probationary staff:	part of the classified service to which new employees are appointed.
recruitment:	identifying eligible candidates.
regular staff:	classified staff to which satisfactory probationary staff are appointed.
short list:	a list of qualified candidates, selected after the initial interview process.
vacancy:	occurs when incumbent is promoted, demoted, transferred, seconded or separated; or when new position is created.
underfill:	a person is given an underfill appointment when he/she lacks the qualification requirements of the approved staffing standards. This can be used as a training position. The person is appointed to a position, but is paid at a lower level.

Terminology within Ontario Government personnel function.



## DEFINITION OF ACTION VERBS

### TO BE

#### USED IN REVIEWING JOB DESCRIPTIONS

- Act - To do whatever is specified, or exercise the power of the position specified.
- Advise - To give advice or to offer counsel.
- Appraise - To evaluate in order to determine the extent of accomplishment or to judge the value of.
- Approve - To sanction officially; to accept as satisfactory.
- Arrange - To make an agreement with another or others.
- Assist - To help other groups in the performance of some task for which the group being assisted has prime responsibility.
- Assure - To make certain, and convey to others the certainty, that an event or action will take place.
- Attend - To be present.
- Audit - To examine officially in order to assess performance against regulations and accepted standards.
- Authorize - To grant permission for the conduct of an activity. (This implies that prior approval in principle has been given by higher authority as participation in the activity with a directorate or section deputized to authorize individual requests).
- Carry Out - To do whatever is required to accomplish a specified action.
- Collaborate - To work or act jointly with another with equal responsibility.
- Conduct - To carry out work in a situation where leadership and guidance usually must be given to those cooperating in the performance of the work.
- Consult - To obtain advice from other sources.
- Control - To regulate performance in order to ensure fulfilment of that which is prescribed.
- Coordinate - To bring into harmonious adjustment the action of two or more organizational units.
- Decide - To render judgment or settle on an action to be taken when there is a choice to be made.



Delegate	- To entrust to the care or management of another.
Determine	- To come to a decision as a result of investigation or reasoning.
Develop	- To go through the process of evolving the specified action or plan.
Direct	- To give authoritative instructions which will guide performance or regulate and control activities. The one who directs usually takes an active part in the performance of the specified activity as well.
Disseminate	- To cause to be brought to the attention of others.
Ensure	- To take all steps necessary to make certain that a specified action takes place.
Establish	- To secure permanent acceptance for a specified action or requirement.
Estimate	- To fix or calculate approximately.
Evaluate	- To ascertain the value, or judge the relative work, of.
Forecast	- To predict realistically future events or possible results of actions.
Formulate	- To reduce to, and express in, a systematic statement.
Give	- To present or supply to another without return.
Implement	- To fulfill or put into practice management policies or decisions.
Inform	- To keep others aware of developments which may be useful now or in the future.
Interpret	- To explain or tell the meaning of.
Investigate	- To inquire into, observe and search, in order to ascertain the facts. This action also may involve examination of facts for the purpose of drawing conclusions.
Keep	- To keep currently aware of all important facts on a subject, in order to be able to evaluate them.
Maintain	- To carry on, keep up to date a document, record or condition.
Monitor	- To watch over in order to discern indications of possible deviation from acceptable standards so that prompt action can be taken to avert trouble.
Negotiate	- To confer or exchange views regarding a basis of agreement, and to come to terms subject to approval by final authorities for each side.



Organize	- To arrange systematically the interdependent parts of an activity or work of a group of persons in order to achieve a common objective.
Originate	- To produce as new, or to begin the use of.
Participate	- To have a share, in common with others, in acting as specified.
Plan	- To devise or project, a method or course of action.
Prepare	- To go through the process of making the specified item, or initially filling out required forms, where several more specific actions (such as investigate, develop, determine, write, type, etc.) may be involved.
Preside	- To occupy the place of authority to direct for the purpose of or regulating proceedings.
Promote	- To contribute to the growth, advancement or prosperity of.
Provide	- To supply for use of, give what may be required.
Provide For	- To take appropriate measures to see that whatever may be needed is available for use when needed.
Publish	- To oversee the reproduction of a document.
Receive	- To acquire from another without effort on one's own part.
Recommend	- To suggest strongly or propose that specified action be taken.
Refer	- To send, or otherwise bring to the attention of another, something which requires action on his/her part.
Review	- To go over or examine deliberately for the official purpose of taking or recommending appropriate action. A review may or may not include an on-the-spot inspection.
Search	- To seek by looking over and through, to subject to a thorough inspection for the purpose of finding something or to probe into what is specified.
Select	- To take as preference from among others, to pick out.
Serve	- To participate actively in the performance of an assignment made to a group.
Submit	- To offer or put forward, for consideration and judgment or decision of another.
Supervise	- To exercise active direction over, and critically evaluate, those subordinate personnel having a direct reporting relationship, and those activities which have been delegated to the subordinate positions.



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